

"DOLLARS and SENSE"

By H. J. Barrett.

Facts and Figures Culled From Results Gained by Efficiency Engineers.

The writer recalls reading an item in a local newspaper some fifteen years ago which ran somewhat as follows:

"While returning by train from yesterday, I encountered an individual of truly remarkable nerve, who earns a livelihood in a novel fashion. He styles himself an 'efficiency engineer' and claims to be able to enter any manufacturing plant and by the application of certain scientific principles to substantially lower the cost of production—in many cases as much as 40 per cent. How this enterprising person succeeds in convincing the pro-

To Put on Flesh And Increase Weight

Most thin people eat from four to six pounds of good solid fat-making food every day and still do not increase in weight one ounce, while on the other hand many of the plump, chunky folks eat very lightly and keep gaining all the time. It's all a matter of what they eat. It's the nature of the food, it isn't Nature's way at all. This is the way this business of putting on flesh is done. The power of assimilation is defective. They absorb just enough of the food they eat to maintain life and a semblance of health and strength. Stuffed won't help them. A dozen meals a day won't make them gain a single "ray there" pound. All the fat-making elements of their food just pass by as waste. What such people need is something that will prepare their fatty acid elements so that their blood can absorb them and deposit them all about the body—something, too, that will multiply their red blood corpuscles and increase their blood's carrying power. For such a condition I always recommend eating a large tablet with every meal. Eddys is not, as some believe, a patented drug, but is a scientific combination of six most effective and powerful elements known to chemistry. It is absolutely harmless, yet wonderfully effective and a single tablet eaten with each meal often has the effect of increasing the weight of a thin man or woman from three to five pounds a week. Eddys is sold by good druggists everywhere on a positive guarantee of weight increase or money back.—Adv.

Don't forget to put a bottle of "Eddys" Sauce in the picnic basket. It makes the sandwiches, etc., taste fresh and fine.

Eddys' SAUCE
OLD ENGLISH
STYLE
Grocers and Delicatessen Stores sell it 10c
Made by E. Pritchard, 331 Spring St., N.Y.

prior that, entering the works as he does, a 'rank outsider,' he can give the management pointers regarding the economical conduct of its business he failed to explain."

It would be interesting to know the name of this valiant pioneer. Possibly it was Frederick Taylor, or Harrington Emerson, now of international fame. What a struggle must have been theirs to obtain a hearing. Today, of course, the nodder at efficiency engineering is recognized as first cousin to the man who writes his own "ads"—both are on the toboggan for the bonnyard.

The theory of scientific management is so simple that it is amazing that it remained for the latter years of the nineteenth century to witness its recognition. In brief, it is merely the ascertainment of the one best method of accomplishing a task and the application of that method to the entire staff.

The first step in installing a thoroughly efficient system of scientific management is that of investigation and standardization. Among other things investigation often discloses the fact that the machinery in a plant should be rearranged and that the sequence of operations should be changed. Empirical evidence often serves to eliminate waste effort. A favorite method of gaining information along these lines is to select the most expert worker in a plant and to time his operations with a stopwatch. It is generally discovered that he expends no more energy than the slower operative, he merely avoids superfluous and time-consuming motions. Standardization merely means the fixing of the proper method as the standard for the entire staff. After investigation has disclosed the one best method of performing a task, then comes the labor of teaching the men to follow this method. This means the raising of the entire force to the ideal pitch of efficiency.

As the task and bonus system almost invariably accompanies scientific management a planning department must be installed. The function of this department is to set a task each day to each worker; to provide for ready access to all supplies and implements required and to create a corps of instructors who demonstrate to the operative as to just how his method is faulty in case his day's accomplishment still remains below the shop standard.

The task and bonus system savors of the old and misused "piece work" plan and hence often arouses opposition among the workers. But one point is constantly emphasized by efficiency engineers, that the benefits accruing shall be shared both by the men and the management; otherwise the plan will fail.

The final step in scientific management is to create a self-perpetuating system; in other words, to insure the supply of trained investigators and teachers so that as the personnel of the working staff changes the system may still continue. Under the old haphazard method of employing labor the employer merely purchased a man's time for so many hours a day and expected a certain roughly estimated result for each day's work. But under the new system the employer purchases the number of specific motions a man can reasonably make in a day and knows at the day's end whether or not the goods have been delivered. As scientific management invariably means increased wages all concerned are benefited.

Now for a few specific examples of results achieved. The gear cutting room of a certain plant turned out, according to cost sheets, 225 wheels of a particular type in 443 hours at a labor cost of \$64.25. There appeared to be no loafing and no apparent waste. A stop watch was put on the best workman. This disclosed the

simplest method of handling. The castings were rearranged so as to be more accessible to the workers. The foundry was induced to turn out the castings in more nearly perfect form. The size, quality and speed of the cutting tool was then standardized. What was the result? A saving of 42 per cent. in time and of 47 per cent. in wages. Furthermore, the men admitted that they worked no harder under the new method. They merely accomplished more.

On another operation in the same plant which had always previously required an hour, the time was reduced to seven minutes; this by rearranging routes and changes in machinery and methods. At the same time wages were increased almost 30 per cent. To accomplish this remarkable result required only about three weeks after the proper method of operation had been determined.

In another establishment scientific management resulted in an increase of efficiency of 24 per cent. and of wages of 20 per cent.

The attitude of organized labor toward scientific management is not that of unqualified approval. The unions indict the system on the charge that as it means more work charges that fewer workers it tends to reduce the number of jobs available. Doubtless this is true. If it were not the management would never install this system. Miss Ida Tarbell in an article on the subject which recently appeared in a well known magazine combats this claim as follows:

"Men and women who under the old way would be running machines by rule of thumb are now in planning rooms making time studies, teaching as instructors and foremen. One of the essential features of the system is pushing men up. There are fewer people at manual labor because there are more at mental labor. 'And these positions did not exist before. That is, the system creates work of a higher type. It is from the range of these positions are filled whenever possible, for the good reason that those who have had practical experience in the industry are much more intelligent in handling the new ideas."

"What happens, then, is that the new way opens to men and women chances for advancement which never had before. A man holds three positions under this system. I have heard experts say: the one he left and on which he is keeping an eye to see that his successor is working properly, the one he fills, the one to which he hopes to be promoted. More blind alleys have been opened up by scientific management than by any other force ever brought to bear on our industrial operations."

All of which fails to convince us that if more work were not produced at less labor expense under scientific management it would not be installed. And as all admit that the individual worker earns more under this system than under the old plan, plainly the available supply of jobs is reduced.

But as scientific management means increased efficiency, and as efficiency is the god of the modern world, we might as well conclude to accept it. It is here to stay.

As to the Interstate Workers. SPRINGFIELD, Ill., June 24.—Employees of railroads engaged in interstate commerce are not entitled to compensation under the Workmen's Compensation Act of the State, according to a decision of the Supreme Court to-day in the case of Louisa Staley, against the Illinois Central Railroad Company. Mrs. Staley brought suit under the State statute for the death of her husband, who was killed in the yards at Centralia. She recovered judgment in the lower court.

DOES NOT ATTACK JEWS, SAYS PEPPER OF U. OF P.

Trustee Answers Criticisms of Wharton Barker in Nearing Controversy.

PHILADELPHIA, June 24.—The statement in the letter of Wharton Barker, trustee of the University of Pennsylvania, to Provost Smith concerning the dismissal of Dr. Scott Nearing, that if the views of George Wharton Pepper and J. Levering Jones, also trustees, were accepted by the university, "Jews, Unitarians and other dissenters would be driven from the university," brought forth the following from Mr. Pepper to-day: "Never during my service on the

Board of Trustees has any proposition been made which could have been construed as offensive to Jews, Unitarians or any other religious body. The only proposition with a religious aspect with which Mr. Jones and I were identified was a proposal to invite a certain distinguished scholar (Dr. George Adam Smith of Aberdeen) to deliver a course of lectures on the Old Testament revelations of God. "As to Dr. Nearing, neither I nor any of us have made any proposal at any time respecting his utterances on economic subjects which could by any possibility be construed as foreshadowing an attempt to restrict religious liberty."

HOUSTON HEADS AD MEN. CHICAGO, June 24.—Herbert A. Houston of New York was elected President of the Associated Advertising Clubs of the World at the closing day's session of the eleventh annual convention. Lafayette Young Jr. of the Des Moines Capital was elected Vice President over Gus W. Thomason of Dallas, Tex.

SAILOR SAVED FROM RIVER.

Seaman Leaps From Ship Rather Than Leave New York.

Tells for help at 6 o'clock this morning brought Policeman Cunningham to Twenty-sixth Street and the East River, where he saw a man floundering in the water. Cunningham threw him a rope and hauled him ashore, where he collapsed. After being revived at Bellevue Hospital he said:

"My name is John Castro and I am a sailor. Yesterday I signed as an able seaman on a schooner bound for Nova Scotia. I don't know her name. She put out from the North River early this morning, and when I saw good old New York fading away as we went up the East River, I shivered and said to myself that I'd never desert this great city. Then I jumped overboard and swam for shore. I had a hard time of it because the tide was strong, and I was all in when the policeman saved me."

STUDENT AMNESIA VICTIM.

Walks Up to Citizen Saying He Has Lost Memory and Sight.

Edward Kelly, twenty-two, a student living at No. 1313 Gulon Avenue, Richmond Hill, La. I. walked up to Henry F. Deutscher of No. 243 East Thirty-first Street last night at Twenty-seventh Street and Second Avenue, putting his hand on Deutscher's head he said:

"I have just lost my sight and don't know where I am nor who I am; will you help me?" Deutscher took the young man to Bellevue Hospital, where he was examined by Dr. Barnes, who pronounced him suffering from an acute case of amnesia. In his pocket was a paper bearing the name Kelly and the Gulon Avenue address. The young man's father hastened to the hospital and identified him. The father said his son had been studying a great deal for his examination, which was probably the cause of his condition. The son was held at the hospital, Dr. Barnes saying he thought he would be well after a night's rest.

CASTORIA
For Infants and Children.
Bears the Signature of *Dr. J. C. Hutchins*
The Kind You Have Always Bought
In Use For Over 30 Years.
THE CASTORIA COMPANY, NEW YORK CITY.

GIMBELS

Broadway and 33d Street

Store Open All Day Saturday

Men's \$4 and \$5 Sample Straw Hats at \$1.85

A few days ago we placed the entire purchase on sale at a considerably higher price. Heavy—but pretty even—buying has left us with fewer hats but still good assortment in size and style.

Belgian and China Split Straws, Leghorns, Milans, Mackinaws, Sennits, Etc.

A few of our own \$3 hats have been taken from stock and included—to broaden the field of selection. Fourth Floor

Boys' Finest Norfolk Suits (Two Pairs Trousers) \$9.75

Were \$13.50 to \$18.50

These Suits are, indeed, far above the average high-priced garments. A number of smart models, many of them exclusive with GIMBELS, of choice foreign and domestic materials, in handsome colorings, stripes, mixtures and shepherd checks. Sizes 7 to 17 years.

Boys' \$7.50 to \$10 Norfolk Suits (2 Pairs Trousers), \$5.50

Many clever models with plain or pleated fronts, rich mixtures, checks and stripes. Sizes 7 to 15 years.

Boys' \$6.50 Blue Serge Suits, \$5

All-wool, smart Norfolk models. Sizes 7 to 15 years.

Boys' \$5 and \$6.50 Genuine "Falm Beach" Suits, \$3.85

Two Norfolk models, 1 plain tan or striped cloth. Sizes 6 to 17 years. Fourth Floor

New Triangular Handbags of Novelty Silk, \$2.95

Women who like to have their Handbags harmonize with their Summer costumes will find that good taste and smartness are combined in these charming new styles.

The fine novelty silks of which these Handbags are made afford ample selection for matching one's dress; even the handles, which are of beads, are made to match. The Bags are full-cut and have gate-top with enameled top-piece. Main Floor

Women's Fine Pumps That Are Unusual at \$2.90 Pair

These Shoes are so distinctive and graceful that they make a welcome addition to the wardrobe of the most particular women.

White, Gray and Fawn Tops, with patent coil fangs; patent coil and gun-metal Colormats; gun-metal vamps with fawn and gray tops.

The range of sizes is complete so that comfortable fitting is assured. Second Floor

Two Hundred More "Kenyon" Cots at \$2.95 "Seconds" of the Standard \$6 Grade

The R. L. Kenyon Company of Waukesha made 30,000 of these for the Government. GIMBELS secured the few that failed to pass the last rigid inspection, and the second shipment of these has just arrived.

They Cost the U. S. Government \$4.90

Each on an Order for 30,000

Yet we ask \$2.95 only, and they are practically perfect, but for an oil spot or a dropped thread or some such trifle.

The quality may be judged from the fact that the covering is 17-oz. duck, instead of the 10-oz. commonly found. Weighing but 21 lbs., they will support a weight of 1,800 lbs. Fourth Floor

The Best \$2 Blouses At GIMBELS---or Anywhere

50 Parts-Inspired Styles

from the Simplest to the Finest Blouses

Organdie

Voile

Embroidered Voile

White, Flesh Color, also White with stripes or other attractive printings in the new colors.

**5000 Blouses---As Fresh as June Roses**

Blouses with New Persian Collars

Blouses with the New Peppit

Blouses with "Prince Imperial" Frills

Blouses with the "Pinehurst" Collar

Blouses of Embroidered Voile

Best of All---Blazer Striped Voile Blouses Third Floor

GIMBEL Cold-Air Fur Storage—2 Per Cent. Furs Repaired and Remodeled—Moderate Prices

Over Ten Thousand Pairs Of Women's Silk Hose!

All Highest-Grade Merchandise

7200 Pairs of Women's \$1 Silk Hose

At 68c Pair

Absolutely perfect. Double Hile garter tops and soles. Sizes 8 1/4 to 10.

Black	White	Tan	Navy
Smoke	King's Blue	Gray	Green
Putty	Gold	Pompeo	Champagne
Sand	Pink	Brown	Sky Blue

3600 Pairs of Women's \$1.50, \$2 and \$2.25 Pure Thread Silk Hose

At 95c Pair

Light, medium and heavy weights. Double silk or hile garter tops and feet. Black and white. Sizes 8 1/4 to 10.

Note: Every woman will be pleased who buys a pair of these stockings. We have never made a better offering, nor heard of one. Main Floor

Black-and-White New Bathing Smocks

We introduced the Bathing Smock a fortnight ago.

Today it is causing a furore all along the coast.

Tomorrow we shall introduce it in these new models.

Blazer Striped Silk Jersey \$6.95

Black with Sashes of White in Mohair at \$3.25

But if you desire black smocks, we have them in Satin at \$5. Knitted Worst at \$2.95.

Tights to be worn with the smocks are 50c to \$3.25.

GIMBEL Catin Suits at \$5 Are Unequaled

**Macy's**

Herald Square, Broadway, 34th to 35th St.

This June Clearance Sale of MEN'S CLOTHING

Is A "Customer-Making" Event

Modern Merchandising makes a season-end clearance imperative. We've taken advantage of a seeming disadvantage and turned the event into a "good will" offering.

Every suit in this sale is worthy of your respect and admiration because it was made to Macy's specifications for Macy standards. Our labels are in them, and you know what that means.

The Value Is Extraordinary

Most descriptions sound much alike, but these suits are "Different," so description gives way to invitation and we say: "Don't miss

this splendid opportunity to get a handsome suit or two at about Wholesale Price to Us." Come and share the offering.

Suits at

\$11.75

That were made for Macy's to sell at \$14.75 and \$16.75.

Suits at

\$17.75

That were made for Macy's to sell at \$22.50 to \$27.50.



Suits at

\$13.75

That were made for Macy's to sell at \$16.75 and \$19.75.

Suits at

\$21.50

That were made for Macy's to sell at \$27.50 to \$34.75.

Macy's Men's Clothing Store—Fifth Floor. Special Entrance, 35th Street. Special Elevator.